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AUTHOR

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TITLE MEMOIR OF THE

GUINNEA MERCHANT 1902

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Central Stores. Opened 1892.

1659-34

.. PRESTON ..
INDUSTRIAL CO-OPERATIVE SOCIETY
LIMITED.



Memento
OF THE
Guild Merchant,
1902.



.. ISSUED BY THE ..
EDUCATIONAL COMMITTEE.



MANCHESTER:
The Co-operative Wholesale Society's Printing Works, Longsight.
1902.

L000257745

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Present Committee and Officers.



President:

MR. JOSEPH TURNER.

Committee:

MR. ROBT. C. AINSWORTH.	MR. WILLIAM GREGORY.
„ JAMES COTTON.	„ JOHN GRIMSHAW.
„ WILLIAM EASTHAM.	„ WILLIAM HOLMES.
„ RICHARD FOWLER.	„ JAMES LEVER.
„ JOHN GORTON.	„ GEORGE PARKER.
MR. WILLIAM SAXON.	

Manager:

MR. J. C. PATTINSON.

Inspector of Shops:

MR. JOSEPH PEARSON.

Secretary:

MR. J. C. SANDERSON.

Auditors:

MESSRS. MOORE AND SMALLEY, Preston.

Solicitors:

MESSRS. EDELSTON AND SON, Preston.

Bankers:

CO-OPERATIVE WHOLESALE SOCIETY, Ltd., Manchester.
MANCHESTER AND COUNTY BANK, Preston.

Educational Committee:

MR. JOHN SALISBURY (Chairman). MR. THOMAS PARK.
MR. JAMES LIVINGSTONE (Sec.). MR. HENRY GRIME.
MR. JAMES THOMPSON.

Places of Business of the Society.

Grocery Stores.

- | | |
|------------------------|------------------------|
| 1. NORTH ROAD. | 12. ST. GEORGE'S ROAD. |
| 2. SKEFFINGTON ROAD. | 13. TRAFFORD STREET. |
| 3. ADELPHI STREET. | 14. BENCE ROAD. |
| 4. ASHTON STREET. | 15. ACREGATE LANE. |
| 5. WALTON-LE-DALE. | 16. EAST STREET. |
| 6. BRACKENBURY STREET. | 17. BROADGATE. |
| 7. LONDON ROAD. | 18. HOLMROOK ROAD. |
| 8. MARSH LANE. | 19. EMMANUEL STREET. |
| 9. FLETCHER ROAD. | 20. WATERY LANE. |
| 10. SYKE HILL. | 21. KENT STREET. |
| 11. WELLINGTON ROAD. | 22. SURREY STREET. |

Butchery Stores.

- | | |
|-------------------------|------------------------|
| 23. NORTH ROAD. | 34. ST. GEORGE'S ROAD. |
| 24. SKEFFINGTON ROAD. | 35. TRAFFORD STREET. |
| 25. ADELPHI STREET. | 36. BENCE ROAD. |
| 26. ASHTON STREET. | 37. ACREGATE LANE. |
| 27. WALTON-LE-DALE. | 38. EAST STREET. |
| 28. BRACKENBURY STREET. | 39. BROADGATE. |
| 29. LONDON ROAD. | 40. HOLMROOK ROAD. |
| 30. MARSH LANE. | 41. EMMANUEL STREET. |
| 31. FLETCHER ROAD. | 42. WATERY LANE. |
| 32. SYKE HILL. | 43. KENT STREET. |
| 33. WELLINGTON ROAD. | 44. SURREY STREET. |

45. BOOT AND SHOE DEPARTMENT.
46. FURNISHING DEPARTMENT.
47. TAILORING DEPARTMENT.
48. GENTS' OUTFITTING DEPARTMENT.
49. DRAPERY DEPARTMENT.
50. GENERAL FURNISHING DEPT.

LANCASTER ROAD,
ORMSKIRK ROAD,
AND
NEW HALL LANE.

COAL DEPARTMENTS.

53. WAREHOUSE.
54. BAKERY.
55. ABBATOIRS.
56. JOINERY.
57. STABLES.

51. DEEPPDALE.
52. CORPORATION STREET.

MOOR LANE.

58. CROW TREE FARM, CADLEY.

REGISTERED OFFICE: 225, NORTH ROAD.

Preston Industrial Co-operative Society Limited.



MR. JOSEPH TURNER,
President.

Preston Industrial Co-operative Society Limited.



MR. J. C. PATTINSON,
General Manager.

Preston Industrial Co-operative Society Limited.



MR. J. C. SANDERSON,
General Secretary.



MR. JOSEPH PEARSON,
Inspector of Shops.

Preston Industrial Co-operative Society Limited.



Mr. J. GRIMSHAW.

Mr. J. GORTON.

Mr. W. GREGORY.

FINANCE COMMITTEE.

Preston Industrial Co-operative Society Limited.



Mr. R. FOWLER.

Mr. W. SAXON.

Mr. J. LEVER. . Mr. W. EASTHAM.

¹⁸
GROCERY COMMITTEE.

Preston Industrial Co-operative Society Limited.



Mr. J. COTTON.

Mr. G. PARKER.

Mr. W. HOLMES.

Mr. R. C. AINSWORTH.



CENTRAL COMMITTEE.

Preston Industrial Co-operative Society Limited.



Mr. H. GRIME.

Mr. T. T. PARK.

Mr. J. THOMPSON,
Treasurer.

Mr. J. SALISBURY,
Chairman.

Mr. J. LIVINGSTONE,
Secretary.

EDUCATIONAL COMMITTEE.

Preston Industrial Co-operative Society Limited.



Mrs. SEED, *President.*

Mrs. HELM, *Secretary.*

Miss ISA NICHOLSON.

—
WOMEN'S GUILD.

Preston Industrial Co-operative Society Limited.



Mr. W. D. T. MUNFORD, *Architect.*

Mr. R. E. SMALLEY, *Auditor.*

Mr. W. S. EDELSTON *Solicitor.*

Preston Industrial Co-operative Society Limited.



North Road Store and Offices.
Opened 1885.



The Origin and Progress of Co-operation in Preston. - -



It has been remarked that the history of some movements in Preston may be reckoned by the recurring celebrations of the Guild Merchant. Perhaps the same comment might be applied to the progress of the Co-operative Movement in the town. At any rate, it was not long after the Guild of 1862 that a few working men made a couple of brave attempts to put the principles advocated by Robert Owen to a practical test; but their well-meant efforts failed. Like many other pioneers of undertakings intended for the welfare of the community, the small band of Preston Co-operators were a little too far in advance of their fellows. It was not until the month of October, 1869, or thirty-three years ago, that another effort was made. At that time the population of Preston was only about 85,000; the Town Hall and the Parks had only been opened two years, and the centre of the town, in the vicinity of the market-place, was occupied by numerous old shops, warehouses, public-houses, shambles, weinds, and streets, all of which have been swept away to make room for spacious thoroughfares and magnificent buildings. The shop at the corner of Geoffrey Street and Carey Street was opened as a Co-operative Store under the title of the Newhall Lane Industrial Co-operative Society Limited, and we are told that Mr. H. C. Owtram, a

neighbouring millowner, gave the enterprise every encouragement. There was no ostentation about the inauguration of the Society, for the promoters were aware that they had an uphill battle to fight, and they did not allow themselves to be over confident. Fortunately the experiment was this time crowned with success, for the little Society proved to be the foundation upon which has been erected the great organisation that now owns and controls places of business in all parts of the town. Previous to the opening of the shop in Geoffrey Street much thought and consideration had been given to the project. The outcome of several meetings was that sixteen working men raised a share capital of £20 by means of weekly subscriptions varying from a shilling up to half a crown. We may take it for granted that there was a deal of serious deliberation as to what goods should be purchased to stock the Store for the opening night, and the list decided upon—a copy of which is appended—will be perused with interest:—

1 dozen Candles, 14's.	1 mug of Butter.
1 " " 16's.	50 Herring.
1 " " 18's.	$\frac{1}{2}$ gallon of Vinegar.
9lb. 3d. Currants.	2/- of Oatcakes.
$\frac{1}{2}$ lb. of Smoking Tobacco.	Set of iron Weights, from 2lb.
2 score of Onions.	downwards.
2 score of Apples.	2 quires ^o of Paper, 1 Butter,
1/- of Buns.	1 Tea.
1/- of Teacakes.	1 Sheep.
20 Loaves.	6lb. of Sausages.
1 load of Potatoes.	6lb. of Black Puddings.

The establishment was at first only open in the evening and on Saturday afternoon, when work at the mills had ceased; but after an experience of three months the hours were extended, with earlier closing on Tuesdays. Naturally the members were the objects of much good-humoured criticism from their neighbours and friends, many of whom had no faith in the enterprise. But the workers were too much in earnest to be turned aside from their object. In the earlier stages they all gave assistance one way or another in the shop, and their faces beamed with pleasure when it was found that the first night's sales reached

Preston Industrial Co-operative Society Limited.

the amount of the paid-up capital. That was a most encouraging start, which infused redoubled energy into the work of the promoters. At the end of three months the numbers had increased to twenty-four, but during the ensuing quarter there was a reduction of three, while at the end of twelve months the membership had only reached twenty-seven. The public were apparently suspicious, and chary in extending their support to the "Co-op" Store, notwithstanding the energetic propagandist work which was being carried on. Handbills were distributed explaining the objects of the Co-operative Society, and when the weather was suitable outdoor meetings were held, earnest addresses being delivered to crowds of working-men and women, who were generally attracted by the ringing of a hand-bell. The Co-operators were undoubtedly few in numbers, but there was no reason to doubt that they were very enthusiastic. A lively and amusing illustration of this is furnished in the fact that, at a social gathering held in the room over the shop, the wife of a member mounted the table and delivered an inspiring address. Encouragement from such a source would doubtless spur the members on to even more strenuous efforts to overcome the prejudice and the difficulties with which they were beset. Actuated by a desire to fall in with the ordinary usage of retail business places, the committee decided upon giving credit. It did not take long, however, to discover that this was an error of judgment. The ready-money system was then adopted, but the change was not made without a loss of from £20 to £30—cash that could ill be spared at a time when working capital was the reverse of plentiful, so much so that a certain amount had to be borrowed. If the shop receipts reached £15 or £20 for a week the members rubbed their hands with glee, and when about the second Christmastide the weekly income amounted to £100 there was unbounded satisfaction. The success of the venture now appeared to be assured, and the principles of Co-operation formed the theme of many a discussion in various parts of the town.

At the beginning of the year 1873 some of the workpeople of Mr. H. C. Owtram's Castle Street Mill met one evening in the

watch-house, and the outcome of their deliberations was that another Co-operative Society should be established under the title of the Preston Industrial Co-operative Society, No. 2. Little time elapsed before a Store was opened in Adelphi Street (at the opposite end of the town to the Store already established), and a request was sent to the Newhall Lane Society to add "No. 1" to their title. The members of both Societies were not slow to recognise the truth of the adage that "unity is strength," and after some preliminary negotiations it was decided, at a meeting held in the Weavers' Institute, on April 15th, 1873, "that the members now present become one Society, to be called the Preston Industrial Co-operative Society Limited." The resolution was duly carried into effect, but not before there had been a day of stocktaking at the Newhall Lane Store, when it was discovered that the No. 1 Society had a credit balance of £27, without reckoning the value of the reading-room furniture. It is worthy of note that a suggestion was made that the sum mentioned should be divided among the members, but wiser counsels prevailed. About this time two members' wives were deputed to attend Preston Market for the purpose of purchasing fresh butter for the two shops. Twenty-one years later the weekly sales at the various Stores included five tons of Danish butter! Soon after the amalgamation, the shop 222, North Road, was engaged for a Store, and vigorous propagandist work was carried on in the neighbourhood. A manager was appointed, and the rooms over the North Road Store were utilised as offices, for which their central position made them very suitable. It is a curious fact that the first printed balance sheet did not make its appearance until the early part of 1873, which is said to have been owing to the difficulty that had been experienced in getting the document reproduced in type. This is another proof of the antipathy which existed against Co-operation, a feeling which is unfortunately not even yet extinct.

That belated document, which, of course, was issued by the Newhall Lane Society, is reproduced on the opposite page. The report was printed in large type, and issued in the form of a window bill. There was improvement in many directions

Preston Industrial Co-operative Society Limited.

New Hall Lane Industrial Co-operative Society Limited, Geoffry St., Preston.

LADIES and GENTLEMEN,

In laying before you our first printed Balance Sheet, we desire to place before you a resume of the Progress and Business of the Society since its commencement. Opening our Shop in October, 1869, with 16 Members and a Capital of £20. After a period of 3 Years and 3 Months we number at present 78 Members, with a Capital, including loans, of £251 3s. 5d., also reserve fund of £25 6s. 11d., besides which we have considerably reduced our Fixed Stock Account, and expended over £6 0s. 0d. on our Reading-Room, a detailed statement of which is given below, a perusal of which you will perceive that our total sale amount to £8728 9s. 1d. and a profit realised of £465 4s. 0d., of which sum we have paid for dividend £388 2s. 1d., leaving out our present disposable balance of £45 12s. 4d. being an amount larger than the whole of our Capital Account.

We have again to congratulate you on the continued prosperity of the Society, the receipts over counter, for the past Quarter, amounting to £955 17s. 3d., which, after making all due allowance, and for depreciation, will leave a profit disposable of £45 12s. 4d., which sum the Committee leave in the hands of the General Meeting for disposal.

The Committee in drawing attention to the receipts of the past quarter, being less than in the previous one, wish to allay any feeling on that account by at once pointing out the cause. 1st, the past quarter being one week less than in the former; and secondly, the giving up of the meat trade, which had been a loss for the two previous quarters, deducting the above two items show a gain for the past quarter of over £20.

In accordance with the resolution passed at the Special Meeting, held Dec. 3rd, 1872, we forwarded an application for Shares to the Co-operative Wholesale Society, which stands over until their next quarterly meeting for sanction.

The Committee wish to draw the attention of the Members to the amount outstanding on the Books of the Society, which, considering the smallness of our Capital Account, places us in no envious position; hoping that the Meeting will decide on some plan of ridding us altogether of these objectionable items, and place us in a position to deal exclusively with the Wholesale Society, which we shall be enabled to do to our advantage and profit, without leaving us to the mercy of private tradesmen who have no love for our principles.

We also draw your attention to the Co-operative News, which can be had at the Stores twice a Week. Co-operators read their own Paper.

Wishing you the compliments of the season, we remain your Committee.

W. BRADSHAW, President.

R. WHARTON, Secretary.

Detailed Statement showing the Progress of the Society since the Commencement.

DATE	No. of Members	Capital	Loans or Incoming Money	Cash Sales	Profit Realised	Profit for Dividend	Reserve Fund	Fixed Stock	Members for Profit	Non-Members for Profit
October, 1869.	16	20 0 0		860 0 0	18 14 9	18 12 6		25 15 2	2 0	1 0
December 20th, 1869.	34	26 3 0		380 14 2	19 6 1	13 8 1			1 4	0 10
March 20th, 1870.	23	26 18 0		340 16 0	19 4 4	13 17 10			1 6	1 0
September 20th, 1870.	27	28 3 2 1/2	30 0 0	374 17 6	20 2 10	15 12 0	5 6 6		1 6	1 0
December 20th, 1870.	39	33 19 5	30 0 0	528 3 8 1/2	40 6 3	37 5 0	8 17 4	23 12 8	1 8	1 2
March 20th, 1871.	47	43 18 11	30 0 0	681 0 7	40 1 5 1/2	37 9 11	20 18 2	21 11 8	1 6	1 0
June 20th, 1871.	49	58 10 1	30 0 0	710 18 2	37 12 10 1/2	37 7 2	23 19 2 1/2	21 15 3	1 6	1 0
September 20th, 1871.	56	70 0 6 1/2	30 0 0	757 17 4 1/2	45 9 5 1/2	39 2 6 1/2	23 1 10 1/2	21 4 2	1 6	1 0
December 20th, 1871.	63	77 18 2	30 0 0	860 3 2	51 10 10	46 19 9	30 15 1	20 3 11	1 6	1 0
March 20th, 1872.	71	93 5 3 6	30 0 0	892 7 8	47 10 10	43 10 4	36 3 8	19 5 7	1 6	1 0
June 20th, 1872.	73	100 1 4	30 0 0	943 16 10 1/2	41 18 6	49 14 7	40 11 4	19 2 7	1 6	1 0
September 20th, 1872.	78	113 10 0	110 9 0	1069 16 10 1/2	37 4 1	45 2 5	33 5 3	22 11 11	1 3	0 9 1/2
December 20th, 1872.	78	133 3 5	118 0 0	955 17 3	45 12 4 1/2		25 6 11	33 12 11		
				8728 9 1 1/2	465 4 0	388 2 1				

RESERVED FUND				FIXED STOCK			
DATE	AMOUNT	ADDED	REMOVED	DATE	PRICE	ADDITION	DEPRECIATION
	£ s. d.	£ s. d.	£ s. d.		£ s. d.	£ s. d.	£ s. d.
June 20th, 1870.	5 6 6	5 6 6		October 20th, 1869.	25 15 2		
September 20th, 1871.	3 10 10			December 20th, 1869.			
December 20th, 1870.	12 1 3			June 20th, 1870.			
March 20th, 1871.	3 0 7 1/2			September 20th, 1870.			
June 20th, 1871.	1 3 9			December 20th, 1870.	22 12 8	3 2 6	22 12 8
September 20th, 1871.	5 13 2 1/2			March 20th, 1871.	21 11 8	1 1 0	21 11 8
December 20th, 1871.	5 13 2 1/2			June 20th, 1871.	21 11 8	0 11 6	21 5 2
March 20th, 1872.	4 8 8			September 20th, 1871.	21 5 2	0 10 6	0 11 6
June 20th, 1872.	40 11 4	7 6 1	33 5 3	December 20th, 1871.	21 4 2		0 15 3
September 20th, 1872.	33 5 3	7 18 4	23 6 11	March 20th, 1872.	20 3 11	1 2 4	19 6 7
December 20th, 1872.	25 6 11			June 20th, 1872.	19 6 7	0 16 0	1 9 0
				September 20th, 1872.	19 2 7	14 4 7	0 15 3
				December 20th, 1872.	22 11 11	1 1 0	0 15 3

The Thirteenth Quarterly Report and Balance Sheet of the Society, for the Quarter ending December 20th, 1872.

RECKITS		EXPENDITURE		LIABILITIES		ASSETS	
By Cash Sales, £355 17 3		By Bills Paid, including carriage, £286 14 7 1/2		By Members' claims for shares, £133 3 3		By Goods in Store—	
" Contributions, 36 0 10		" Last quarters Dividend, 45 2 3		" Interest, 1 13 3		Groceries, -	£173 1 6 1/2
" Rent, 2 5 6	994 3 7	" Wages, - 19 10 9		" Loan, - 118 0 0		Drapery, -	192 5 7 1/2
		" Rent, - 0 2 0		" Interest, - 1 7 10		Books and Shoes, -	7 12 9
		" Paid to North of Eng. land for shares 8 0 0		" Reserve Fund, - 23 0 11		Ironware, -	6 13 3 1/2
		" Withdrawals, 8 7 5		" Interest, - 0 6 3		Pots, -	6 13 3 1/2
		" Balance on hand, 7 7 1 1/2	994 3 7	" Gas and Rates, - 2 5 0		Brushes, -	5 1 2
				" Secretary's Salary, - 2 0 0		" Credit due by Members as	
				" Committee and Stock-taking 3 0 0		Leisler, -	52 4 10 1/2
				" Assistant Shopman, - 0 6 6		" North of England co-operative	
				" Auditors, - 0 2 0		wholesale, for shares, 8 0 0	
				" £ s. of fixed Stock, - 0 8 3		" Credit due from N. of E.	0 18 3
				" Entrance Fee, - 0 7 0		" Balance on hand, -	7 7 1 1/2
				" Owing for Goods, 136 10 3 1/2		" Fixed Stock, -	34 12 11
							£402 13 7 1/2
						Liabilities,	417 0 2 1/2
						Balance—Profits,	£45 12 4 1/2

Audited and found Correct.
- WILLIAM CLITHEROE.

Yours on behalf of the Committee,
R. WHARTON, Secretary.



Ashton Street Store. Opened 1874.

after the amalgamation of the two Societies, as shown by the first quarterly report of the Preston Industrial Co-operative Society Limited, issued in July, 1873. By June the number of members had increased to 226, the sales for the quarter were £1,890, the net profit was £127. 9s. 2³/₄d., and a dividend of 1s. 7d. in the £ was announced. During the next eighteen months the Society progressed steadily—branch shops being opened in Ashton Street, Walton-le-Dale, and Newhall Lane, the latter being a Boot and Shoe Store. There continued to be a deal of prejudice against the movement, even among the professional classes. On one occasion, a well-known local solicitor demurred about accepting one of the Society's cheques in payment for some property that was being transferred. A bag of gold, containing the specified amount, was placed on the table before the man of law. He was requested to count the money; but he preferred to accept the cheque. About the same period, an up-street tradesman hesitated about accepting commission trade from the Society. He was under the impression that Co-operators would frighten away his more fashionably attired customers. Some months later he expressed his satisfaction at having

Preston Industrial Co-operative Society Limited.

accepted the business of the Society, and acknowledged his surprise at the class of customers the arrangement had brought to his shop. There was an amusing little street scene one Saturday afternoon in July, 1874, when the Ashton Street Store had been formally opened. The members were walking in procession, headed by a band of music, from the Store to the Corn Exchange (now the Public Hall) in Lune Street. That veteran Co-operator, Mr. T. Yare, was marshal of the demonstration, and much enjoyed the surprise—and even wonder—that it created. “What’s to do?” asked one of the crowd. “It’s a procession of shopkeepers,” explained the marshal. “A procession of shopkeepers on a Saturday afternoon?” “Ay, they’re all shopkeepers but two!” The man in the street said no more: he was evidently very much puzzled and astonished. By the end of the year 1874 the membership had reached the first thousand (1,010), the cash receipts for the quarter (at the five Stores) amounted to £6,808, and the net profit to £532. 15s. 9½d. An



Walton-le-Dale Store. Opened 1877

Preston Industrial Co-operative Society Limited.

Educational Department was formed at the beginning of 1875, and no time was lost in opening newsrooms in Ashton Street and Geoffrey Street. At the April meeting a grant of £30 19s. 1d. was made for educational purposes, and ever since, in all vicissitudes of trade, a percentage of the profits has been similarly allocated. It was during 1875 that the Brackenbury Street Store was opened, and the Boot and Shoe Department was removed from Newhall Lane to North Road, where, in a short time, the sales were doubled. Early in 1876 two additional reading-rooms were opened at Walton-le-Dale and Brackenbury Street, while during the June quarter a Branch Store was commenced in London Road. The next development was the placing of a Butchering Department in Geoffrey Street, and by the close of the year 1877 (when there were 2,000 members) arrangements had been completed for the purchase of a plot of land, on which was erected the Fletcher Road Store and Bakery. The committee had in contemplation, about the same time, the erection



Brackenbury Street Store. Opened 1875.

Preston Industrial Co-operative Society Limited.



London Road Store. Opened 1876.

of two other branches—one in Gerard Street, Marsh Lane, and a Butchering Department in Ashton Street.

During the next year, 1878, a cloud came across the commercial horizon, which darkened the Co-operative outlook for many quarters, and severely tested the strength of the foundations of the movement. There was a deplorable lock-out in the cotton trade during the months of April and May, when many members of the Society were fortunately enabled to put to a practical test the value of Co-operation, for in numerous instances the accumulated dividends were withdrawn to be used during the days when no earnings were possible. Just prior to the trade depression referred to the Society had reached a high position. There were 2,129 members at the end of the March quarter, whose claims amounted to £7,233, and small savings to

Preston Industrial Co-operative Society Limited.

£1,625. The sales were £13,752, net profit £1,348, and the dividend 1s. 9d. By the end of the June quarter there was a decrease of 33 members, the sales were down by £2,496, and the profits reached only £913; members' claims were reduced by £763, and the small savings by £449. During the September quarter the sales were only reduced by £31, which the committee attributed to depression in trade, reduction of wages, and a fall in the price of provisions. There was no improvement during



Fletcher Road Store. Opened 1878.

the first quarter of 1879, when the sales were reduced by £1,979, 3s. 5d., and the membership by 21, while the dividend fell from 2s. to 1s. 8d. The Society was still on the down grade during the June quarter, when the number of members fell from 2,046 to 1,975, which was attributed to many workpeople having been compelled to leave the town owing to the existing distress. There was a heavy fall in the sales, from £9,561 to £8,025—a difference of £1,536—and the dividend was reduced from 1s. 8d.

Preston Industrial Co-operative Society Limited.

to 1s. 5d. During the September quarter the membership was reduced by 69, and the sales by £139. 12s. 8d. Those were days when the most sanguine supporters of the movement could scarcely avoid being despondent. But the committee were able to steer the Co-operative barque with skill and courage over the troubled waters, hoping for the good time coming; and though at the end of 1879 the membership showed a further falling off to 1,876, they were able to congratulate themselves and the Society generally that the silver lining to the dark cloud had come in view, as proved by the fact that the sales had been increased by £520. 15s. 3d. The members' claims at this period stood at £5,140, a reduction of £2,093 compared with the March quarter of 1878, when the trade depression commenced.

During the March quarter of 1880 there was only a reduction of three in the members, but a discouraging fall had taken place in the profits, which brought the dividend down from 1s. 6d. to 1s. 1d. lower than it had ever been previously. This condition of affairs the committee considered as unsatisfactory, and only to be accounted for by the heavy expenses, together with a rise in the wholesale price of many articles without a corresponding increase in the retail prices. In the June quarter more members were compelled by the force of circumstances to sever their connection with the Society, the roll being reduced to 1,776; and, though the sales again showed a falling off, the committee were able to announce that the dividend was increased to 1s. 6d. Trade had not yet recovered from its serious set-back, and the value of Co-operation to the wage earners was proved by the manner in which the savings of previous years had been utilised. For instance, at the close of the September quarter of 1880 the members' claims were as low as £4,111; eighteen months previously the claims stood at £7,233. For the last quarter of 1880 there was an increase of 35 members—the first time in more than two years that there had been a gain in this respect—while at the same time there was a corresponding increase in the sales, which had gone up by £1,336. From this period there was a steady, though slow, improvement in every department. During the hard times a Clogging Department had been opened at

Preston Industrial Co-operative Society Limited.

Geoffrey Street, and now, at the beginning of 1881, another Branch Store was opened in Avenham Lane. At the close of the last-named year the committee had pleasure in noting the satisfactory increase of capital, which amounted to £9,440. 10s. 6d. (including the small savings). This was rightly looked upon as a sign of increasing confidence in the Society. The committee were also enabled to inform the members that the adverse balance at the bankers—which had long been a matter of



Syke Hill Store. Opened 1883.

anxiety—had been cleared off, and the Society had not a single trade liability against it at the close of the quarter. The stress of the trade depression, which now happily had been left behind, had been very severely felt by the organisation, and by none more so than the members of the committee, whose load of anxiety and responsibility must indeed have been heavy. At one time the position was so critical that the deeds had to be mortgaged in Manchester, and at a certain committee meeting the members

Preston Industrial Co-operative Society Limited.

attended with a determination to propose the winding up of the Society's affairs. It is a matter for congratulation that such a suggestion was not acted upon, and that the committee, with the self-reliance which usually distinguishes the leaders of Co-operation, were enabled to bring the Society successfully through the dangers and difficulties of the years 1878-79-80.

The opening of the Guild year, 1882, found the Society resuming its onward march. The Avenham Lane Branch was removed to Syke Hill, and the Boot and Shoe Department was removed from North Road to a new shop the committee had had erected on the Society's own land at the junction of Lancaster Road and Ormskirk Road. Both the changes proved to be very advantageous. The thirty-eighth quarterly report (from June 21st to September 22nd, 1882) is here given, to show the position of the Society at the Guild of that year, when the population of the borough stood at 94,000:—

Herewith we beg to submit to you the Statement of Accounts for quarter ending September 26th, which we trust will meet with your approval. The membership of your Society still continues to increase in a satisfactory manner. During the quarter we have been pleased to admit 58 persons, whilst 37 have withdrawn (principally through removals from town), and nine forfeited membership, which leaves the present number 1,961. The sales of the Society for the past quarter (which is one of 14 weeks) amount to £9,525. 15s. 6d., an increase of £866. 3s. 6d. over last quarter, and of £1,440. 16s. 7d. over the corresponding one of last year. If the quarter just closed had been an ordinary one of 13 weeks, the increase would have been as follows: over last quarter of £185. 15s. 3d., and over the corresponding one of last year, £760. 8s. 4d. From the trade account you will observe that after allowing for interest on capital, the depreciation of buildings and fixed stock, and all other trade charges, the net profit (with £7. 11s. 7d. from last quarter) is £846. 16s. 4d., which we recommend you to dispose of in the following manner:—to allow £20. 19s. 5d. for educational purposes, to pay a dividend of 1s. 8d. in the £ to members, and 10d. in the £ to non-members, and to carry the remaining balance of £7. 1s. 9d. to the credit of next quarter. Since the removal of our boot and shoemaking business to Lancaster Road this department has given general satisfaction, and the trade continues to increase. Our stock is large and well selected. Our bakery still continues to be well employed, and the quality of the bread turned out gives great satisfaction.

By the end of the year 1882 the membership once more exceeded two thousand (2,017), and the sales amounted to

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£10,166. 17s. 10d., an increase of £1,109. 5s. 11d. over the corresponding quarter of the previous year. 1883 was a year of uninterrupted progress; at the close there were 2,166 members, the highest number up to then attained, the share capital was £9,860, and the small savings fund £5,123—more than at any previous period. The dividend had again been advanced to 2s. in the £. The houses 80, 81, and 82, North Road, had been acquired, and the erection of the new Central Stores was proceeding. An agreement had also been concluded for the purchase of a plot of land at the junction of Skeffington Road and Maitland Street, for the purpose of erecting a new Store to replace the old one in Geoffrey Street. Extensions were also made at



Skeffington Road Store. Opened 1886.

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Marsh Lane Store. Opened 1886.

other Stores. The new Central Stores in North Road were opened in January, 1885, an event which was celebrated by a tea party, concert, and meeting in the Public Hall. The gathering, a large and enthusiastic one, was presided over by the Mayor of Preston (Alderman Forshaw), and was addressed by the Chairman of the Co-operative Wholesale Society, the late Mr. J. T. W. Mitchell, and Mr. Bland, of Huddersfield. Co-operative principles were now making rapid headway in the town, and the business of the Society during each quarter showed very satisfactory expansion. A new Store was erected in Marsh Lane to replace the one in Gerard Street. Another new Store was opened in Bray Street, Ashton, and one erected in St. George's Road. A coal siding was also rented at Maudland, so that the Society could purchase coal direct from the collieries. As



Wellington Road Store. Opened 1888.



St. George's Road Store. Opened 1887.

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proving the prosperity of the Society, the amount of surplus capital became so large that the committee had to decide that no member be allowed to hold more than 100 shares. Very soon the new branch in Bray Street became too small for the amount of business transacted, and a new Store had to be erected in Wellington Road, Ashton. Under the new Building Club Rules members were provided with a safe and profitable way to invest their surplus capital, and they soon began to take advantage of the facilities offered to them. In 1890 excellent up-to-date abattoirs and a bakery, with stabling and other conveniences, were erected in Moor Lane, which were at that time considered to be the best of their kind in the kingdom. The Educational Department had by this time six reading-rooms under their charge, and during the year last named they arranged for members or their relatives to attend the classes and lectures connected with the



Adelphi Street Store. Opened 1888.



Trafford Street Store. Opened 1893.



Bence Road Store. Opened 1897.

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Harris Institute. This was the commencement of the extensive system of education now carried on every winter under the auspices of the Society.

The handsome and commodious new Central Stores, at the junction of Lancaster Road and Ormskirk Road, were declared open by the Mayor of Preston (Alderman Edelston), on November 25th, 1892, the foundation stone having been laid early in the



Acregate Lane Stores. Opened 1899.

previous year by Alderman Galloway, J.P., the Mayor. The buildings, which form a very handsome part of the architectural features of the town, were erected, from the designs of Mr. W. D. T. Munford, at a cost of about £6,000. The shops enabled the Society to establish Tailoring, Drapery, Millinery, and Hat Departments, in addition to the Furnishing Branch, which was carried on in an adjoining building. There were at this period



East Street Store. Opened 1900.

7,156 members, with a share capital of £63,682, and a small savings fund of £6,388. During the first quarter of 1893 both the last-named funds were augmented, although there was considerable distress in the town, for, from the 14th February to 28th March, the committee distributed among the poor 6,040 quarts of soup and 4,273 cobs of bread. Quarter after quarter brought forth a succession of balance sheets proving that the Society was growing in all directions. The sales during the quarter ending December 22nd, 1896, established a record, reaching a total of £51,624. 8s. 4d., this being an increase over the previous quarter of £5,948. 0s. 3d. The number of members was 8,922. During the March quarter of 1897 the financial position of the Society was thoroughly overhauled by a firm of chartered accountants with very satisfactory results, and the Society passed through what was considered to be a serious crisis without the least loss of credit. For the first time there was issued with the balance sheet a statement of each member's

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account as it appeared in the Society's ledger. There was also published, for the first time for 15 years, the annual return which has to be sent along with the auditor's report to the Chief Registrar, in accordance with the Industrial and Provident Societies Act, 1893. The succeeding three years were very prosperous so far as Co-operation was concerned. New Stores were established in East Street, Acregate Lane, Holmrook Road, and Broadgate, and by the first quarter of 1900 the membership had increased to 10,132; share capital, £93,740. 8s. 1d.; sales, £58,306. 17s. 4½d. The rapid strides that the movement had made in Preston was but a part of the growth which was going on in all parts, for, according to the Parliamentary "Report on Workmen's Co-operative Societies," published in 1901, we are informed that "the progress made by Co-operation in the United Kingdom in recent years has been continuous and remarkable. Between 1874 and 1899 the recorded membership of all classes of Co-operative Societies increased from 403,010 to 1,681,342,



Holmrook Road Store. Opened 1900.

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the percentage which Co-operators formed of the population of the United Kingdom rising from 1·2 to 4·1. The increase of the value of the total yearly transactions of these Societies has been still more rapid than that of their membership, the aggregate business for 1874 being valued at about 15 millions sterling, while that for 1899 amounted to over 68 millions, exclusive of the banking transactions of the English Wholesale Society."



New Hall Lane Store. Opened 1900.

The year 1900 was an unusually prosperous one for the Society; the total sales amounted to no less than £249,710, an increase of nearly £48,000 upon the turnover for the previous year, and more than double the trade ten years previously. At the end of 1901 new Stores had been opened in Emmanuel Street, Watery Lane, and New Hall Lane, the membership had increased to 12,873, the share capital stood at £106,210, in addition to which

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there was a small savings fund of £13,469. The sales for the year amounted to over £281,480. Twenty-one years before, in 1880, the Society numbered 1,807 members, doing a yearly trade of £30,920. The annual return for 1901, under the Industrial and Provident Societies Act, showed that the Society carried on a distributive trade as grocers and general dealers, and a productive trade in dressmaking, boot and shoemaking, shirtmaking, confectionery, bakery, joinery, carpentry, and painting. The value of the



Broadgate Store. Opened 1900.

productive trade for the year was £19,366, the average number of people employed in production being 110, and the amount of wages paid, £5,690. The present year, 1902, brought with it active preparations for the due celebration of the Guild Merchant, and this has doubtless contributed, in a large measure, to the continued prosperity of the Society. The sales for the three months ending March 18th last reached £76,789. The committee's report for the quarter pointed out that the reserve

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funds stood at £5,281, but that there was another fund, practically a hidden reserve fund, in the depreciation account. "For instance," continues the report, "in our accounts you will observe that we buy land, then we build a Store and put in fixtures and fittings; or we erect houses, or we purchase horses, wagons, &c., for the use of our business. Each quarter a certain amount is written off the original value of this capital outlay, and



Emmanuel Street Store. Opened 1901.

to-day, what originally cost the Society £79,844, is put down at £57,661, revealing the fact that no less a sum than £22,183 has been written off these accounts." Such items as these go to prove the soundness of the Society's financial position. Although the sales had expanded so much, there had been, during the winter months, a considerable amount of distress owing to mill stoppages, and it is satisfactory to remember that the Society handed goods, to the value of £150, to the committee who were

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endeavouring to help the suffering. For the quarter ending June last the sales (£79,593) showed an increase of nine times as much as in the corresponding quarter of the Guild year of 1882; the number of members (12,831) was six times as many; the share capital (£111,117) was nineteen times as much; the small savings (£14,975) three times as much; the reserve fund (£5,628) twenty-two times as much; the grant to education and charities (£320) eighteen times as much; while the dividend had increased



Watery Lane Store. Opened 1902.

by 1s. 5d.—from 1s. 7d. to 3s. in the £. According to the most recent audit, which gives the position of the Society up to September 16th, the numerical strength of the Society at the Guild was 13,074, with a share capital of £112,428, and a small savings fund of £13,075 (total capital, £125,503); the sales for the quarter amounted to £76,010, and for the first nine months of the year to £232,393, an increase of £25,387 over the corresponding period of 1901. The net profit for the quarter



Kent Street Store: Opened 1902.

amounted to £11,182, which allowed the usual dividend of 3s. in the £ to be paid. It will be noticed from the figures given above that the liability of the Society for capital invested by the members is nearly £126,000; and the investments outside its own business amount to £66,850, all of which is thoroughly secured. The Society has at the present time 58 places of business, and the establishment of other branches is under contemplation. There are 22 Stores for the sale of grocery and provisions, 22 for the sale of meat, separate departments for boots and shoes, tailoring, drapery, gents' outfitting, furnishing, general furnishing, two coal yards with sidings, warehouse, bakery, abattoirs, joinery, stables, and a grazing farm.

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Before the period comes round once more for the due celebration of another Guild Merchant the Society will have a career of over half a century to look back upon; and if the achievements of the last thirty-three years may be accepted as a standard local Co-operation is assured of an expansive, useful, and beneficent future. Since the organisation was founded no less a sum than £472,317. 12s. 1d. represents the profits divided, as well as the interest allowed on share capital and small savings. Such an immense amount, devoted solely to the welfare of the working classes, must have been the means of conferring advantages which can scarcely be calculated. The average rate of dividend paid has been 2s. 2 $\frac{1}{4}$ d. in the £, a profit at once moderate and encouraging, proving clearly the latent ability possessed by Co-operators for business management. But there are many



Surrey Street Store. Opened 1902.

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other aims and objects in Co-operation besides the earning and distribution of financial profits. The Society is a regular subscriber to all objects that commend themselves to the approval and generosity of an intelligent community; besides which annual subscriptions are made to such public institutions as the Royal Infirmary, the School for the Deaf and Dumb, the Homes for the Blind, and the St. John Ambulance Brigade. As a matter of fact the Co-operators of the town have up to the present devoted



**Opening of the Surrey Street Store,
November 8th, 1902.**

£10,750. 14s. 9½d. to charitable and educational objects. Much of this expenditure has been controlled by the Educational Department, which has manifold and comprehensive duties. For example, the committee have charge of half a dozen reading and recreation rooms situate in various parts of the town; they also encourage youthful Co-operators to attend the classes held at the Harris Institute and the Victoria Technical School, where those students who make four-fifths of the possible attendances get a

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substantial portion of their fees returned, while the more successful competitors are awarded special prizes. Every month the committee issue 7,000 copies of the *Preston Co-operative Record*, a publication containing the official notices of the Society, in addition to much valuable and interesting information. Every week current copies of the *Co-operative News*—at once a newspaper and a magazine—are presented free at each of the Stores, and at the beginning of each year an almanac of artistic design,



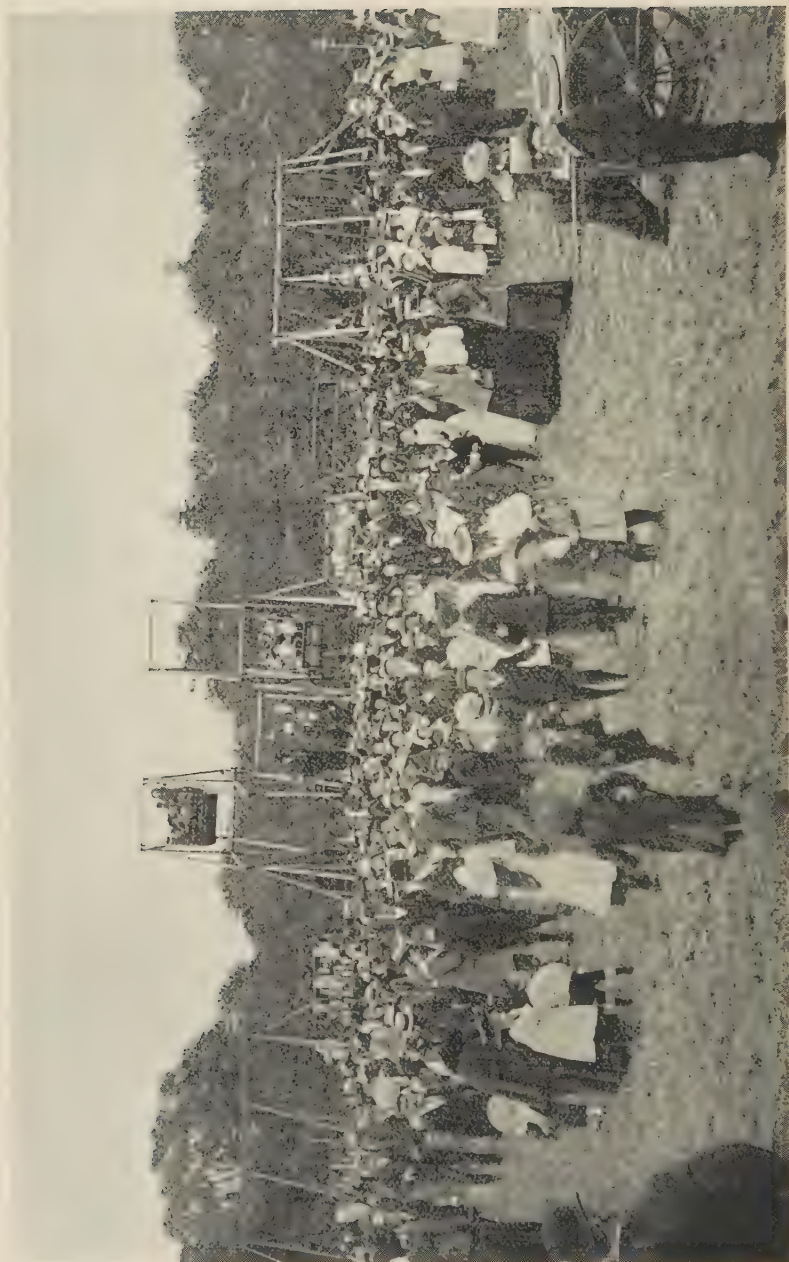
**Co-operative Field Day, August 9th, 1902
(Coronation Day).**

containing all the business fixtures for the ensuing twelve months, is presented to all the members. The department has also to organise excursions, field days (at which as many as 15,000 children have been present), concerts, and entertainments. For the organisation of the gigantic field days the General and Educational Committees are combined, each committee sharing in the total cost. The Women's Guild, a branch of the Educational Department growing more and more in favour, arranges

classes in ambulance work, sick nursing, domestic economy, and needlework, besides taking a leading part in propagandist gatherings intended to attract and benefit the suffering and struggling families who always need a helping hand to assist them from the quagmires of poverty. The Evening Continuation Classes directed by the department are every winter improving the education of the young people who during the daytime are engaged in the various mills and workshops. Shall we cite the session which ended last April as an illustration of this important branch of work? The highest attendance at the classes held in a dozen of the elementary schools reached 2,970, of whom 2,345 students earned the Government grant, while 1,637 of the more assiduous were awarded prizes. The total cost of this valuable auxiliary to public education reached £1,960. 8s. 6½d., a sum which includes the school fees returned to students for regular and systematic attendance. The Government grant amounted to £1,576. 11s. 6d., and the fees received from students £386. 16s. 2d., making a total of £1,963. 7s. 8d. There were during the session between fifty and sixty teachers engaged with the classes, their subjects comprising, besides the three "R's," history, geography, bookkeeping, shorthand, drawing, business routine, elementary science, domestic economy, needlework, dressmaking, vocal music, sick nursing, and ambulance work. It will be gathered from the facts here given that no inconsiderable amount of social and educational effort is promoted and successfully carried on by the Co-operators of Preston. Doubtless in the course of a few years Co-operators, not only in this part of Lancashire, but in all crowded centres of population, will find themselves in a more favourable position to assist and reclaim the very poorest section of the community, who are now prevented by their environment from taking part in the advantages of the movement. Co-operation has already conferred immense benefit on a large proportion of the population, but the extent of the benefits to be reaped in the coming years will be measured by the zeal, intelligence, and devotion of the rising generation of Co-operators who do not fail to keep in mind and act upon the motto, "Each for all, and all for each." There are great possibilities before Co-operators, for



Co-operative Field Day, August 9th, 1902
(Coronation Day).



Commencement Exercises, August 24, 1902

we must not forget that there is a productive as well as a distributive phase of the movement. Preston Co-operators may, at any rate, look forward to the coming years with hope and confidence that they will be able to take a still more active part in furthering that community of interests which cannot fail to improve the position and to brighten the lives of the labouring classes, while at the same time contributing largely to the industrial and commercial development of the town generally. "Co-operation treads on no man's heels," says Mr. G. J. Holyoake in a recent magazine article, "and whatever advantage it wins for itself everyone else may share who accepts its principles and applies them in like manner. Co-operation is the open door of progress, and there is none other which leads like it, not to the Empire, but the Commonwealth of prosperity."



THE SOCIETY'S GOVERNMENT.

OUR illustrations comprise not only representations of most of the Stores, but also portraits of the committees and the officials of the Society. The position of a member of a Co-operative committee is no sinecure. Much good service is expected from all who succeed in winning their way to the governing board of a Society like that of the Preston Industrial, and as a rule that service is loyally and cheerfully rendered. In all such organisations the criticisms of the ruling committees by



Crow Tree Farm, Cadley.

the members are not lacking in keenness and directness, although seldom tinged with ill-nature. It is sometimes argued that Co-operators do not err in over appreciation of those who devote their time and talents to the cause—that the committee-men's weaknesses “live in brass; their virtues we write in water.” But it should be remembered that the members as a rule do not care for drones or ornamental figure-heads in their controlling or administrative departments, and if such a one does reach office



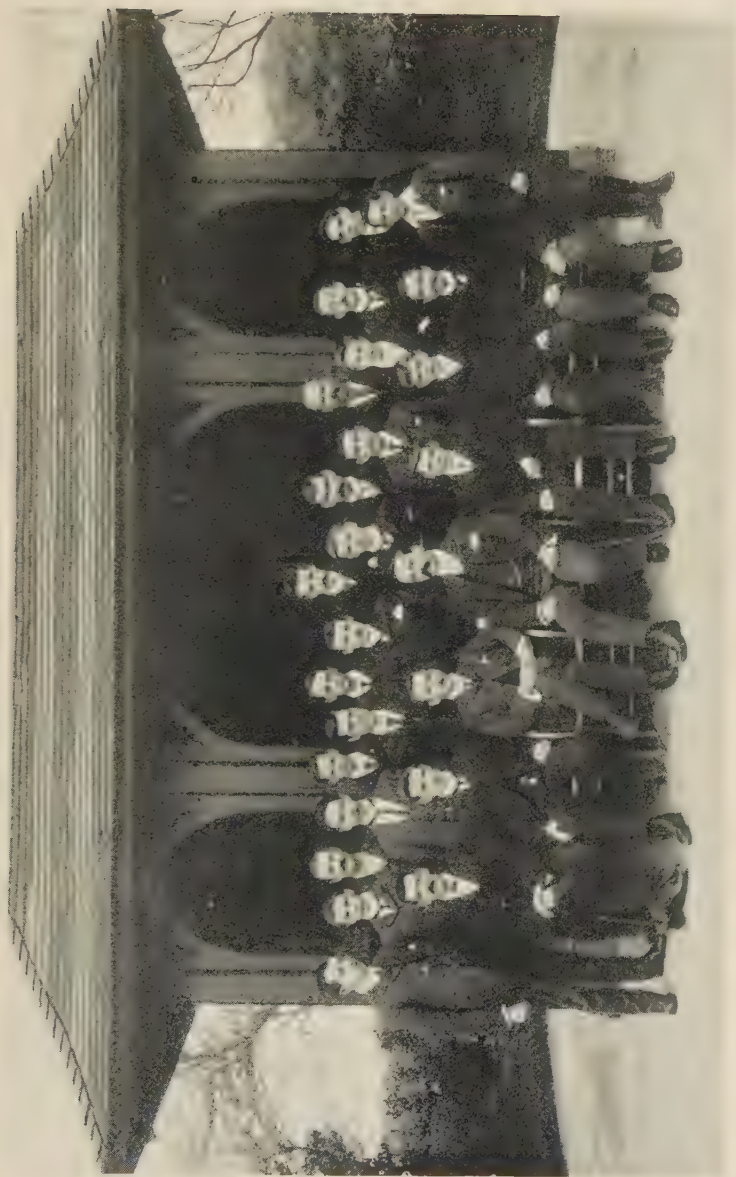
Co-operative Field Day, August 9th, 1902
(Coronation Day).

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he is replaced at the first opportunity. There are many members of the Preston Society who have rendered long, arduous, and honourable service to the cause, and on the present committees there are veterans and others of shorter service who are faithfully endeavouring to do their duty under the weight of responsibility placed upon them. The leader of local Co-operation at the present time is Mr. Joseph Turner, a resident of Walton-le-Dale, who has been a member of the committee since October, 1878. Twenty years later, in 1898, he was chosen to be the president, in succession to Mr. R. Hindle, who, after a long and meritorious term of twenty-one years as president, died in January of the year named. A full-length portrait of the late president, painted by Mr. Jos. Jackson, a local artist, adorns the walls of the board-room at the offices in North Road. Mr. Turner was last year unanimously elected a member of the North-Western Sectional Board, after holding the position of secretary to the North Lancashire Division of the Co-operative Union for many years. The Grocery Committee comprises Mr. W. Eastham, Mr. R. Fowler, Mr. J. Lever, and Mr. W. Saxon. The first-named was elected to a seat on the committee during the year 1891. He was again elected more recently, while the remaining members of the committee have also had several years' experience. Mr. G. Parker, one of the Central Departments Committee, first joined the board in 1882, remaining in office until 1888, when he retired, but rejoined four years ago. The remaining members of this committee are Messrs. R. C. Ainsworth, J. Cotton, and W. Holmes, who have had considerable experience of Co-operative methods. On the Finance Committee are Mr. J. Gorton, who was a member of the board in 1888, Mr. J. Grimshaw, who became a member of the committee four years later, and Mr. W. Gregory, who was elected in 1898. The last named is also secretary for the North Lancashire Division of the Co-operative Union.

Mr. John Salisbury, chairman of the Educational Committee, has been a member of the Society for thirty years, having been one of the promoters of the Adelphi Street Society in 1873. He was a Co-operator long before that in another part of the county. He was for some years a member of the Board of

Management, and for the last ten years he has held his present position. The treasurer, Mr. Jas. Thompson, has occupied that office since 1890, when the committee was first formed. Mr. Jas. Livingstone has been the secretary of the Educational Committee for nearly nine years. He at once proved himself an indefatigable worker. During his initial year of office, the department promoted the first of a series of annual field days which have proved such a great success. In 1895 the *Record* was enlarged from a small four-page sheet to the present size (16 pages and a cover). The night schools, or continuation classes, have multiplied the duties of the Educational Committee's secretary, but at the same time they have undoubtedly contributed in no small degree towards bringing the magic word, "Co-operation," more and more under the notice of the general public. Mr. Livingstone was one of a deputation from the Parliamentary Committee of the Co-operative Union to Sir Henry Campbell-Bannerman, and was practically chief speaker in support of an endeavour to bring about an alteration in the minute which has had such regrettable effects upon continuation classes. He is the only person outside a school board official who is in receipt of a salary, and he has been complimented by more than one of H.M. Inspectors of Schools on the painstaking manner in which he fulfils his duties. Mr. Livingstone has also been the recipient of a handsome testimonial from the masters, teachers, and scholars of the continuation classes; and these classes, it is gratifying to know, are second to none in the country in their average attendance and the earning of grants. The Educational Committee have throughout shown themselves in entire accord with their secretary in the various duties entailed by the extensive system of continuation classes. Mr. H. Grime joined the Society thirty years ago, and ten years ago was appointed a member of the Educational Committee. The remaining member of the committee is Mr. T. T. Park, who has served for six years. The members of this committee have a variety of duties, and are willing at all times to assist in the furtherance of the educational side of Co-operation. The Women's Guild have as their president Mrs. Seed, who has been



Office Staff.

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in office twelve months; Mrs. Helm has been secretary for eighteen months; and another earnest member of the committee is Miss Nicholson, who, in addition to the duties comprised in editing the *Record*, helps forward the cause of Co-operation and social reform generally by her literary contributions to other publications.

The manager of the Society, Mr. J. C. Pattinson, was appointed in the year 1891. Previously he had been in office for the Macclesfield Co-operative Society for 21 years, so that he has had a long and varied experience in Co-operative trading. When he became manager of the Preston Society the sales amounted to £133,571, there were 6,618 members, and the average dividend for the year was half a crown. Mr. Pattinson is responsible for the purchasing of all descriptions of produce for the various Stores. It is not at all surprising that he is known in most parts of Lancashire, for, in addition to his journeys to the Manchester district, he visits every week the rich agricultural country situated between the Ribble and the Lune, known as the Fylde of Lancashire, in search of commodities to be offered for sale at the Society's shops. It is no light task to keep up a regular weekly supply of cattle, sheep, pigs, poultry, and cheese; and during the buying season for the Christmas markets the manager is able to give some assistance to the Co-operative Wholesale Society in their requirement of farm produce. Mr. Pattinson has always proved himself willing to do what he can to meet the wishes of the members, and he has a thorough knowledge of the mercantile requirements of an increasing Society like that of Preston.

Mr. J. C. Sanderson, the secretary, joined the Society's service in 1888, and was elected by the members to his present position in 1897. The sales in 1897 amounted to £189,614, while the membership was 9,012. Mr. Sanderson is a Fellow of the Institute of Secretaries. How the society has prospered since the secretary and the manager were appointed may be seen by a reference to the tabulated statements on another page. During Mr. Sanderson's secretaryship the offices where are carried on the bookkeeping and financial operations of this great trading concern have been completely reorganised. There are no fewer than twenty clerks employed, the office duties being

divided into sections, each set of clerks being engaged on a distinct and separate section. For instance, there are subdivisions of work for trading accounts, share and small savings accounts, club accounts, and coal accounts. The check department has a responsibility all its own; and in this section four clerks are engaged in a separate room. The system is considered by experts to be about the best that could be devised, and an appreciation of its merits is found in the fact that it has been adopted by some other local mercantile firms. Mr. Sanderson has on two or three occasions written papers for discussion at the North Lancashire Conference. He has taken an active part in the movement now in progress for the establishment of a Co-operative Convalescent Home, and he is a member of the special committee which has been appointed by the North-Western Section of the Co-operative Union for carrying out the project. Another important position in the Society is filled by Mr. J. Pearson, who in August, 1901, was appointed to a new office which has for its aim a general supervision of the various Stores. The Society has many other employés, 225 being engaged in the distributive and 110 in the productive trade. May we not look forward to the day, not, it is to be hoped, very far distant, when local Co-operators will be in a position to find employment for many more workers?

The auditor, Mr. R. E. Smalley, F.C.A. (Public Auditor under the Industrial and Provident Societies Act), is a member of the firm of Messrs. Moore and Smalley, and has held the appointment since 1897, although for twelve months previously he had rendered valuable service to the Society. Apart from his official capacity he takes a keen interest in the Society's affairs. At the meetings of members he gives his opinion on financial questions fearlessly, and he is always ready to give advice on subjects appertaining to accounts. As auditor he was called upon at a period when there were certain difficult problems to elucidate, and he succeeded in placing the accounts on such a basis as augurs well for continued stability and confidence. The legal adviser is Mr. W. S. Edelston (Messrs. Edelston and Son), who succeeded his father, the late Mr. T. Edelston, who had been solicitor to the Society from its commencement.



Moor Lane Works. Opened 1891. Enlarged 1894.

THE STORES AND CENTRAL DEPARTMENTS.

THERE are at the present time twenty-two Stores, where the Society conducts the business of grocers, provision dealers, bakers, confectioners, and butchers, a separate part of each Store being set apart for the last-named occupation. That all these Stores are extremely busy centres of distribution may be gathered from the following list of commodities disposed of weekly:—Bread, 27,000 two-pound loaves; butter, 160 cwt.; bacon, 10 cwt.; biscuits, 20 cwt.; coffee, 4 cwt.; currants, 20 cwt.; cheese, 30 cwt.; rice, 20 cwt.; raisins, 10 cwt.; sugar, 400 cwt.; soap, 60 cwt.; tea, 20 cwt.; flour, 350 packs; potatoes, 200 loads; lard, 30 cwt.; tinned goods, 240 dozen; confectionery, 700 dozen; eggs, 120 cases of 300 each; pigs, 50; beasts, 20; sheep, 115; besides a numerous assortment of miscellaneous articles which could scarcely be classified.

The constantly increasing trade of the Society as drapers, dressmakers, milliners, shirtmakers, boot and shoe makers, tailors, hosiers, gentlemen's outfitters, and furniture dealers has so severely taxed the resources of the various departments at the Central Stores (junction of Lancaster Road and Ormskirk Road) that the Board of Management have been compelled to consider the extension of the premises. With that object in view drawings have been prepared which provide for a spacious Furnishing Department in Ormskirk Road, with a cellar below the shop and well-lighted showrooms on each of the floors above. The total available floor space for this department will be over 8,200 superficial feet, and the windows of the shop fronting the street will exceed 64 feet in length, which will admit of furniture and other goods being displayed to great advantage. The department will be provided with a hoist to carry goods from the cellar to the

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uppermost floor, and customers will reach each of the floors by means of wide and easy staircases. During the erection of the new buildings for the Furnishing Department the business will be conducted in the premises lately acquired in Lancaster Road, which, to meet the requirements of a large and increasing business, will ultimately have to be taken down and new buildings erected to accommodate the Tailoring and Hat and Cap Departments. The shop window for the Tailoring Department will have a frontage to the street of 26 feet and the Hat and Cap Department of 16 feet. In addition to well-appointed, lighted, and spacious shops for these departments, extensive showrooms will be provided, with a staircase giving easy access from the shops. The present Tailoring Department is to be taken for the Drapery Department, and the entrance doorway removed, it being replaced with glass, thereby forming a shop window having a frontage to the street of 21 feet. A Millinery Department will



Deepdale Coal Siding.



Coal Yard, Corporation Street.

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replace the present Hat and Cap Department, and means of communication will be made between the shops inside, which are to form three departments in connection with the Drapery business, with a total frontage to the street of 69 feet. All necessary provision will be made, of the best description, for the conduct of business in healthy surroundings, to ensure the comfort of the employés, and a convenient, spacious, and well-lighted meals-room will be provided for the assistants of both sexes.

The site of the Central Stores covers an area of 13,700 superficial feet; and when the whole of the buildings are complete the available floor space, including the cellars, ground, first, and second floors, devoted to the various requirements of the Society's business, will be 45,300 superficial feet. The premises will have a frontage to Lancaster Road and Ormskirk Road of 227 feet, and average 40 feet in height from the level of the foot-path to the top of the parapet wall. The front elevation of the new buildings will be treated to match, as far as practicable, the architectural features of the existing buildings, and when complete they will constitute an imposing block of business premises, and the largest in Preston. The designs are by Mr. W. D. T. Munford, who has been the architect for all the buildings erected by the Society during the past twelve years.



GENERAL STATEMENT OF ACCOUNTS

FROM THE COMMENCEMENT OF THE SOCIETY, MARCH, 1873, TO SEPTEMBER, 1902, SHOWING THE NUMBER OF MEMBERS, AMOUNT OF MEMBERS' CAPITAL, NUMBER OF PENNY BANK DEPOSITORS, AND AMOUNT OF PENNY BANK DEPOSITORS' CAPITAL.

Year.	No. of Members.	Members' Capital.	No. of Penny Bank Depositors.	Penny Bank Depositors' Capital.
		£ s. d.		£ s. d.
1873.....	369	723 0 3	156	96 16 10
1874.....	1010	2342 3 8	353	417 13 5
1875.....	1468	4477 19 7	1294	903 11 7
1876.....	1710	5174 7 7	1770	1018 0 11
1877.....	2000	6683 16 5	2332	1422 13 10
1878.....	2067	6739 7 8	2901	1308 9 1
1879.....	1876	5140 12 0	3000	1726 11 10
1880.....	1807	4328 10 1	3000	2131 14 2
1881.....	1898	5600 10 5	3000	3840 0 1
1882.....	2017	6746 10 11	3000	5077 8 10
1883.....	2166	9860 11 4	3000	5123 13 0
1884.....	2474	15057 17 5	3000	5875 5 9
1885.....	2934	20064 2 5	2200	5178 1 11
1886.....	3409	27454 14 6	3020	4976 11 9
1887.....	4215	30284 14 4	3229	4782 18 11
1888.....	5177	37758 11 6	3418	5137 4 4
1889.....	5631	46354 0 2	3814	5261 11 2
1890.....	5992	51467 6 2	3960	5935 16 4
1891.....	6618	57867 12 6	4314	6099 2 6
1892.....	7156	63682 3 8	5203	6388 8 8
1893.....	7859	69585 4 3	5913	6658 13 6
1894.....	8036	78721 17 6	6154	7272 0 7
1895.....	8953	86138 6 7	6478	8177 4 5
1896.....	8922	90583 4 4	6843	9250 4 7
1897.....	9012	81716 6 1	7298	9011 3 10
1898.....	9253	82522 16 1	8787	9723 1 0
1899.....	9868	90369 8 2	9387	10976 15 10
1900.....	11421	97992 8 11	9751	11718 14 8
1901.....	12871	106210 7 3	11585	13913 10 8
1902 (9 months)	13074	112428 0 8	11677	13075 0 1

GENERAL STATEMENT OF ACCOUNTS

FROM THE COMMENCEMENT OF THE SOCIETY, MARCH, 1873, TO SEPTEMBER, 1902, SHOWING AMOUNT OF SALES, DIVIDEND AND INTEREST ALLOWED, AVERAGE DIVIDEND PAID, AND AMOUNT DEVOTED FOR EDUCATIONAL AND CHARITABLE PURPOSES.

Year.	Sales.	Dividend and Interest Allowed.	Average Dividend Paid.	Devoted for Educational and Charitable Purposes.
	£ s. d.	£ s. d.	s. d.	£ s. d.
1873.....	7077 3 11	444 7 3	1 7
1874.....	21445 11 0	1528 15 1	1 8	2 8 11
1875.....	39602 10 0	3106 17 2	1 7 $\frac{3}{4}$	73 6 11
1876.....	44709 11 7	3906 5 10	1 8 $\frac{1}{4}$	97 12 8 $\frac{1}{2}$
1877.....	58781 15 2	5156 8 2	1 10	128 18 0
1878.....	56010 12 4	4637 5 6	1 9 $\frac{1}{2}$	115 18 6
1879.....	38258 18 8	2708 5 1	1 6	67 14 2
1880.....	34895 19 8	2203 7 6	1 4 $\frac{3}{4}$	55 1 9
1881.....	36883 11 1	2733 4 6	1 7 $\frac{1}{4}$	68 0 7
1882.....	42609 15 6	3221 3 1	1 7 $\frac{3}{4}$	80 10 5
1883.....	48862 4 7	4473 17 10	1 11	111 9 10
1884.....	56401 17 5	5562 7 3	2 0	139 0 7
1885.....	65756 19 6	6669 13 4	2 0	168 2 7
1886.....	80929 13 3	8946 11 1	2 1 $\frac{1}{4}$	223 15 9
1887.....	101112 4 2	11968 3 7	2 3	294 13 9
1888.....	104440 5 4	14869 13 7	2 4 $\frac{3}{4}$	365 14 10
1889.....	135336 14 5	16119 19 3	2 4 $\frac{1}{2}$	404 5 6
1890.....	137212 8 6	17357 18 4	2 5 $\frac{1}{4}$	433 18 10
1891.....	133571 17 2	21430 16 7	2 6	535 15 3
1892.....	143627 11 8	21654 10 1	2 6 $\frac{1}{4}$	518 9 2
1893.....	171170 12 8	22602 3 1	2 7 $\frac{1}{4}$	575 4 5
1894.....	180770 6 9	25480 17 10	2 8 $\frac{3}{4}$	637 0 4
1895.....	187727 3 3	26348 6 8	2 8 $\frac{3}{4}$	649 18 6
1896.....	198218 2 1	28439 6 4	2 9	705 15 2
1897.....	189614 5 5	23489 4 7 $\frac{1}{2}$	2 6 $\frac{1}{2}$	598 6 9
1898.....	188991 19 3	29516 8 9	2 6 $\frac{1}{2}$	643 13 9
1899.....	203517 18 6 $\frac{1}{2}$	32737 4 10	2 7 $\frac{3}{4}$	689 1 4
1900.....	249710 6 5 $\frac{1}{2}$	41545 15 5	2 11	1199 4 6
1901.....	281479 3 10	48392 16 11 $\frac{1}{2}$	3 0	1167 12 0
1902 (9 months)	232393 11 4	35065 17 6	3 0	901 3 8
Total....	3471130 14 6	472317 12 1	2 2 $\frac{1}{4}$	11652 18 5 $\frac{1}{2}$



